

Global Board Meeting Minutes – Digital meeting

30 November 2022

Board Participants: Claire Tiffen (Vice Chair of Trustees), Dr Emad Adly, Graciela Salaberri (Chair of the Global Board), Ian Farrer (Treasurer), Lewis Makurumure, Loreine Dela Cruz, Lorenzo Mota King, Peter Curran (Chair of Trustees), Prime Nkezumukama, Rod Snider (Vice Chair), Ruiti Aretaake, Sophie Rigg, Tania Triminio, Tolekan Ismailova, Usha Menon (Trustee), Zenaida Willison (Vice Chair), Emmanuel Seck, Ewout van den Blink, Thea Hilhorst (Stichting observer), Mario Flores, Oenone Chadburn

Apologies: Heleen van der Beek (Stichting observer), (Stichting observer), Ruud van den Hurk (Stichting observer), Farah Kabir

In attendance from the Secretariat: Alice Rhoades (BLO), Florencia Pasquale (TPA), Liza Hernandez (Americas and Caribbean RL), Naomi Paul (FM), Nick Roberts (HO), Rebecca Murphy (PL), Shivangi Chavda (SRL)

External Support: Brenda (Interpreter)

Key:

Resolutions in blue text

Actions in purple text

Links to documents are highlighted

1. Welcome from the Chair

The Chair Graciela welcomed the Board members to the digital Global Board meeting of November 2022. She thanked Peter for agreeing to facilitate this meeting.

Graciela advised that this meeting will be an opportunity to discuss and collect reflections, and she asked everyone to contribute to the conversation.

2. Recording Apologies

Apologies were received from Farah. It was also noted that observers from Stichting GNDR, Heleen, Oenone and Rudi and Thea, would not be attending the Board meeting.

3. Agenda

The Chair presented the agenda and it was approved by the Global Board members.

Resolution: [The agenda was approved](#) - proposed by Sophie and seconded by Claire.

2022.11.30 Agenda 3 Draft Agenda of Global Board meeting 30 November-2 December 2022

4. Global Board 8 September 2022 meeting minutes

The meeting minutes were reviewed page by page and were approved by the members of the Board.

Resolution: [The minutes of the last Global Board meeting were approved](#) - proposed by Lorenzo and seconded by Sophie.

2022.11.30 Agenda 4 Global Board meeting 8 September 2022 - Minutes

5. Summary actions from 8 September 2022 Global Board meeting

HO went through the summary action points and resolutions recorded during the September Board meeting. These were noted without further comments from the Board.

2022.11.30 Agenda 5 Summary Action Points 8 September 2022 meeting

6. Update from Secretariat

HO introduced the Secretariat update and invited PL to take the floor and give an update

Policy

This quarter our policy work was focused primarily on (1) capacity building of members for policy and advocacy (2) launching the policy recommendations report from the Views from the Frontline project and (3) the climate negotiations at COP27.

In September, our Policy Lead and Senior Regional Lead for Asia ran an online advocacy training session for all members. This session unpacked the steps required to develop, refine and advocate for the policy messages from the local level. More information on this can be found here: [Developing Policy Messages Webinar](#)

This seminar focused on learning around themes emerging from our *Local Leadership from Global Impact* programme. As well as an overview of our key policy messages and the international spaces in which we are promoting them, we shared practical advice on influencing policy change at the local and national level. Examples from members working on climate and anticipatory action work were shared, with the opportunity for open discussion and an update on plans for the upcoming influencing GNDR aims to achieve at COP27 climate negotiations. The session was held in English but translation was provided in five languages including French, Spanish, Portuguese or Arabic.

On International Day of Disaster Risk Reduction IDDRR (13th October 2022) GNDR launched our most recent recommendations report from the Views from the Frontline project. Here, our Senior Regional Lead for Asia and Policy lead developed a 2022 version of a Views from the Frontline policy recommendations paper. Here, perspectives from the 50 countries involved in the VFL project were collected and analysed and developed into a set of recurrent recommendations coming through strongly from across our global membership. This was launched on the 13th October, on International Day for Disaster Risk Reduction (IDDRR) across our platforms. You can see the full report here: [VFL Recommendations](#). We also co-hosted a webinar marketing IDDRR with the UN DRR SEM linking anticipatory action, early warning systems and climate risk reduction.

The biggest policy focus for this quarter was on COP27. Here our Climate Lead and Policy Lead worked with members to develop our GNDR Call to Action at COP27 which outlines 10 key recommendations for policy influence. Based on this call to action, a letter was then developed with the key recommendations outlined and circulated to all GNDR NFPs for them to translate and send to their governments ahead of the negotiations. More information can be found on our COP27 page on our website here: [GNDR COP27](#)

In October our Climate Lead and Policy Lead held a COP27 policy briefing session for all members interested in COP27. This session was hosted by and in collaboration with

members in Sweden: LM International and SMC and open to all our GNDR members. You can watch the recording of the session here: [COP27 Briefing](#)

GNDR co-organised two priority high level events at COP27 one with members from Niger on Addressing Climate-induced Loss and Damage and Building Long-term Resilience of Vulnerable Groups and a second with the UN DRR SEM on Localized Solutions to Reduce Climate Induced Loss & Damage for the Most Vulnerable. Here, our climate lead moderated the session and our global board member, Farah Kabir spoke on the panel to champion the importance of local voice, particularly empowering women and girls.

GNDR sponsored and supported three members to be at COP27 from Niger, Turkmenistan and Rwanda and allocated additional badges to self funded members from Kenya and Honduras. We also managed to secure UNHCR financing for a displaced women leader from Niger to accompany our member from Niger. In addition to this, GNDR participated in the climate negotiations, with our Climate Lead securing a member state badge from the government of Togo. We also held four member briefings throughout COP27 where members could come together, share, collaborate and support each other on their side events and pavilion slots to champion our collective call to action recommendations. Prior to COP27 GNDR mapped members' sessions and posted an agenda on our website to guide GNDR members on key sessions. New sessions were added throughout the COP through daily updates on the community platform and across our social media where we advertised our member's events. In addition to this, our Climate Lead organised and facilitated a donor-CSO meeting on CSO day (16th November). Here, USAID met with our CSO members to discuss our collective call to action and share their key messages our members wanted to share with the US government.

More information on all the session GNDR participated in at COP27 can be found in the daily updates that went out on the community platform in English, French and Spanish. These will be combined and added to the COP27 page on our website,

Global Projects:

Views from the Frontline 2019

The project is completed and the final payments to the partners are being processed. The VFL 2019 project team is engaged in developing the final report and compilation of the evidence. Besides this the VFL 2019 final evaluation is currently underway.

Making Displacement Safer

The mid term evaluation of MDS is now completed . The SLT will review the recommendations and guide the project team further to address the gaps identified under the project. Moreover, few of the MDS partners are attending COP27 events and will be there to present their case on building resilience on Displacement.

LLGI

Climate exchange visits continue to be conducted in this quarter. One such visit was conducted in Indonesia, Uganda and Tunisia. The other exchange visits are also planned in Kiribati, India, Turkmenistan, Dominican Republic, El Salvador and Uruguay .

These exchange visits have helped the experts and the communities to exchange knowledge and develop an understanding on how to adapt to the changing climate as well as how to promote local practices on climate adaptation. For eg. In Indonesia , the communities and experts agreed that the best practice to conserve water was to ensure plantation of timber trees.

Besides this GNDR supports the national advocacy plans developed by DKH partners and provides strategic inputs to the whole process.

Sida

The planning process under the Sida project is underway. The mid term strategic review of the strategy will commence in the month of January 2023, along with the other activities such as piloting of the localisation tracker in 20 countries , revamping community platform , conducting training program under LLA and organisation of RAG meeting.

In Region Activities

Asia Pacific & Europe

During the month of October 2022, two face to face RAG meetings were held. The East & South East Asia RAG was organised in Bangkok on 13th and 14th October 2022. The members discussed in depth their reflections on how to strengthen the network in the region as well as what are the opportunities and challenges in achieving three strategic goals at the national level. Some of the key takeaways from that meeting included (a) Development of Innovation Solution Bank for the members on the Community Platform (b) Develop Methodology for Risk Analysis and Monitoring the Impacts (c) Ensure conducting NCM meetings and budget for those in their given budgets. The countries

which attended the RAG in person were Japan, Myanmar, Cambodia, Indonesia and Philippines. Besides this the orientation on localisation climate projections was provided to the members.

Similarly, face to face RAG was conducted in Armenia for the RAG Central Asia members on 17th and 18th October 2022. The two day meeting helped the members to draw out the regional action plan , where they planned to share their expertise amongst other member representatives. The countries which participated in this meeting included Armenia, Georgia, Kyrgyzstan, Kazakhstan and Tajikistan. Also orientation on localisation of climate projections was provided to the members.

In Europe , a meeting was convened to understand the landscape of the key vulnerabilities amongst European communities in light of the climate induced events and how the impacts can be reduced. The meeting concluded with developing a framework which would help to give inputs for discussion in the next RAG meeting to develop an informed plan.

Americas and the Caribbean

In October GNDR secure the participation on the VIII Regional Platform from UNDRR and to the date we have 2 Plenary Sessions, one in risk governance and financing resilient development; 4 parallel and 2 side events; the purpose will be to include the perspectives of civil society in the different topics and add the lessons learned and challenges to this important platform.

In October we also held the Regional Advisory Group meeting with representatives from Central America (5), South America (5) and Caribbean (2) along with Secretariat regional staff; among the many objectives meet here the main findings: After a reflection exercise, three agreed regional priorities were reached, which are directly connected to the objectives of the GNDR Strategy 2020-25: Capacity building, Strengthening lines of communication and Resource/project management. We also shared lessons from NCM in a F2F and virtual mode.

Africa

In the Africa region, four RAG meetings were organised. Two face to face and two remote. For East Africa the RAG meeting happened between the 12th and the 13th October in Kampala, Uganda. Here, the NFP's were very pleased to see face to face meetings happening again and shared recommendations for the region going forward. The main recommendation was for the need to support NFP's to increase their energy and activities with members in their countries.

The logistics for a second face to face meeting for West and Central Africa have been organised. This will take place on the 5th & 6th of December in Abidjan, Côte d'ivoire. The Southern Africa region has an online RAG meeting scheduled for the 22nd November. The NAWA region was supposed to have an online RAG on the 17th October, however this has been pushed back to December due to it clashing with COP27. The majority of recommendations coming from the RAG meeting called for the need to increase the energy, engagement and commitment of NFP's and their coordination with members in their countries.

In addition to this because our Africa Regional Lead is also our Climate Lead, he has been leading the organisation's engagement at COP27 in Egypt. Linking to our policy update, you can see all GNDR's activities and analysis in the daily updates being posted on the community platform.

Fundraising

As mentioned in the last update, we were successful in securing €162,500 as part of an EU HORIZON bid for Climate Change work in Europe. Due to BREXIT we cannot receive funds from the EU directly so we have had to submit a request to the UK Research and Innovation fund (UKRI), as the UK Government has guaranteed funding for any approved HORIZON projects through this mechanism. We are waiting for our contract to come through from UKRI following a few requests for additional information. In the meantime the HORIZON project (The HuT) has started with a kick off meeting in Italy.

In regards to the global BHA bid that was submitted (\$5.74m over 5 years), we were asked to submit a revised start date as BHA had to move the funding of the project into the next US fiscal year (the year runs Oct - Sept). We chose a date of Mid-November and this was accepted, so although we do not have a grant agreement through as yet, we are expecting this imminently.

Since June we have submitted a proposal in consortium, led by Kings College London, to a call released jointly by the FCDO (UK Govt) and IDRC (International Development Research Centre, Canada). Unfortunately our concept note did not get past the first stage, but as a consortium we are looking for alternate avenues of funding. Additionally, we have submitted a further bid to UKRI in response to a call which came out. The concept note submitted was again in consortia with a number of research institutions and led by the University of Coventry. GNDR's share was £429,704 for research & innovation in bridging the gap between first responders and long-term resilience building; measuring resilience in different contexts with sensitivity to different socio-cultural interpretations. We expect to hear in January if we have progressed to the next round.

In regard to diversification of funds, we have submitted a bid to the Schroder Charity Trust for £5k of core funds and await the outcome of this bid. Additionally, approximately £2,000 of unrestricted funding has been raised through GNDR's first challenge event where two runners ran the London Marathon and asked for sponsorship for GNDR. This amount includes Gift Aid which GNDR is entitled to claim back from the UK tax office as registered charity, and are consequently therefore in the process of registering for this. Further bids for trusts and foundations are also being explored.

Regionally, the Asia team has been busy building relationships with SDC and BHA in their regions through arranging meetings linked to the RAGs. They have subsequently shared a draft project idea for capacity building in the region, which was developed in partnership with ADPC. and we await to hear if either donor would be potentially interested in funding the project. In East Africa, two consortia are in the process of being established (East Africa RAG consortia, and one in the Horn Of Africa to respond to the drought), with the hope of being able to work together to approach regional donors for funding.

Finally, there has been ongoing donor compliance and reporting activities, alongside prospecting for new donors and relationship building with other INGOs for potential consortia formation.

Operations

Finance

In October we filed our annual audited accounts for the year 2021-22, which showed income up by 22% on the previous year at £1.7 million and expenditure almost the same at £2.1 million. Unrestricted reserves stood at £286k, representing just under three months of overhead costs, at the lower end of what charity guidelines recommend. One of our main donors, Swedish Sida, also completed their annual financial audit with zero findings and/or recommendations, a testament to a significant improvement in our financial systems and controls.

Income for the first six months of the current year (to September 2022) stands at £1.1 million, and expenditure at £998k. We are inching towards approval of a large new US-Aid funded proposal of US\$5.7 million over the next 5 years, which will significantly strengthen our financial sustainability over the medium and longer term.

Recruitment

Secretariat headcount at the end of September was 23.2 (including our full-time Translator), 10.2 being based in the UK and 13 being regionally based. In addition to

Executive Director there are three staffing “gaps”; Membership Engagement Coordinator, Communications Officer and Asia Operations Officer. Replacements for the first two of these posts have since been recruited, the first via an internal promotion, and a temporary replacement has also been recruited to replace the Administrator and Board Liaison Officer, who left in early November.. Executive leadership continues to be provided by the three interim co-EDs, closely supported by the Trustees.

HR and Governance

We have instituted a Wellbeing plan, and the early signs on this are encouraging, no doubt helped by the lifting of lockdown restrictions. The plan will include a review of staff benefits, such as the provision of overseas medical insurance and leave allowances for maternity/ paternity care, to ensure they are made consistent with normal practice within the sector.

Finally, we continue our ongoing review of our organisational policies, having established over the previous two years a new policy framework which we feel is now fit for purpose. In accordance with the schedule prescribed, a number of policies have been reviewed and updated over the last three months, and will be submitted for formal approval at the Trustees meeting in December.

Sophie Rigg -

big congratulations to you all on all the progress from policy to fundraising to staff wellbeing!

Tolekan Ismailova

1. How are regional representatives working at the regional level for the implementation of our strategy (degree of compliance with the implementation), incl. communication with members, activities within the RAG? In Central Asia, efforts are being made to collaborate with our membership in the region to take forward GNDR goals. For example, in preparation for the GPDRR a region level online consultation was conducted by Bur Duino to contextualize GNDR's Call to Action for Central Asia. Additionally, an in-person RAG meeting was held in October during which the regional implementation plan was revisited and discussed. As an outcome it has been decided that a joint proposal for Central Asia will be developed with the help of the Secretariat and consortium based fundraising will be pursued. 2. How and when do funds reach our members for the implementation of GNDR projects? Are we working to ensure that our members can access resources? Are we working to make sure we fulfill not only commitments with donors but also commitments with our members? As much as possible, the Secretariat sends out an open call to all members in the region to apply to become project implementation partners. A screening process is applied by the Secretariat to shortlist the applicants and select the appropriate member organization as an implementation partner. Within projects,

partner organisations are encouraged to find innovative solutions that are most appropriate for the communities and in keeping with the mandate of the member organization, while also focusing on the overall goal of the project to provide a guiding direction. For example, in the VFL 2019 project implementation partners had the flexibility to choose the most appropriate activities to undertake within local action plans, so long as they were identified in consultation with the communities, increased the resilience of the communities and addressed the policy and implementation gaps identified by the VFL 2019 data. 3. Regional representation (members' leadership) Out of the 11 countries in Central Asia region of GNDR, we have national focal points from 8 countries. Some of the National Focal Points are very proactive, while others have been struggling a little to generate momentum, It is hoped that the recent in-person RAG meeting has inspired the NFPs to take more initiative as national focal points. 4. How does localization work in practice? Localization in practice would be when technical resources, such as written documents, guidelines, material, training, etc. is available for Central Asian countries in at least Russian and better still local languages, such that local level CSOs are able to build their capacities and technical expertise on DRR and resilience building. Also when local CSOs can access finances directly, and do not need a larger iNGO to sub-grant project finances

Zenaida Willison

Thank you Becky for positive response to my suggestion. It does not mean that the current reporting is lacking in substance. It's just that would be food to relate with strategies. Well done Secretariat!

Mario Flores –

Great report Becky, thanks for sending the COP27 updates, too!

Usha Menon (Singapore) -

While its still work in progress, it is good that the Sustainability risk as been addressed with the BHA, SIDA and potentially the IDRC funding

Becky –

Thank you all for the support on staff wellbeing, it is something we are really passionate about at interim ED's and have been working hard on making changes. It will be high on the agenda in our handover to Marcos too. As Nick mentioned, some of our proposed actions, such as policies will be taken to our upcoming Trustee meeting too.

Naomi - Inter-American Foundation

Charles Stewart Mott Foundation

[2022.11.30 Agenda 6.1 Secretariat Update](#)

[2022.11.30 Agenda 6.2 Financial Scorecard](#)

2022.11.30 Agenda 6.3 Risk Matrix

2022.11.30 Agenda 6.4 Funding Pipeline

7. Election of one Global Vice Chair

Prime applied however he had internet connection issues so the election was postponed.

8. Board lead discussion

Graciela welcomed everyone to contribute in this section and share personal experiences and reflections.

These main questions have been raised.

- How are regional representatives working at the regional level for the implementation of the strategy to maintain good contact with the members?
- What are the activities within the RAG's ?
- Are we moving forward with the mission? What is the regional leadership and how is it happening in the regions?
- How and when do funds reach our members for the implementation of GNDR projects. How are we making sure our members can access those resources? Are we working to make sure we fulfil the commitments with donors and members whom we respect?
- How does localisation work in practice?

Lorenzo - Would like to reflect on how the work is being done in different regions. Would like to know what the members are doing and what the regional leaders are doing. Highlighted the work being done by the secretariat representatives in the regions. This moves forward the work of the members. It needs to be kept in mind that the regions are very different.

GNDR members did not attend the National Coordination meeting. An exchange meeting was held and there was better participation from GNDR. The work being done by the regions is good and needs to be praised. However means need to be provided for it to be more efficient.

Dr Emad Adly - Wanted to highlight that it is not clear whether the membership are serving the secretariat or the secretariat are serving the membership. He was unsure why his region was not included in the participation in COP.

In response Peter explained everyone should work together as a group.

Graciela stressed the importance of working hand in hand and being proactive. We are a network not an international organisation, with a role to perform.

Emad - Would like to review how the members are accessing the resources.

Tolekan - What are the needs of the different countries and pressures? There should be more connections with humanitarian and international organisations. Different countries have different crises. There should be an evaluation of the different needs of each region. Create a media strategy. Feels there are problems with some members and the sponsors should be re-evaluated.

Emmanuel - Suggested peer to peer learning to enrich other regions and share ideas. New sponsors have been found and membership numbers are rising. How can different regions collaborate? This would strengthen the network.

Graciela - We are still missing the link with North America as we have a lot to offer and a lot to learn. These exercises of reflecting are a great opportunity to grow. We should think of our own activities and plan with more time and fluidity.

Mario - North America would like to be integrated to the rest of the Americans, and look forward to finding ways to work collaboratively.

Sophie - From a European perspective, as being a relatively new region they are still coming together and recruiting active members. Discussions with the team have been held but they are still putting a strategy together. Figuring out how to best make use of the different qualities and support advocacy of the global south. Important question on how the secretariat works with its members and how strategy gets defined. Diverse membership that also needs to be taken into account.

Graciela - We are the leaders of the regional advisory group, and organising quarterly meetings. Implementing the strategy of GNDR at the national level. Working closely with the national focal points, which are also part of the Governance work. It's important in the regions to carry out a consultation with those who are representing the members in the region and the secretariat. It's important for GNDR to be well known.

Rod - It's a continuing, evolving state as how GNDR operate. There is always room for improvement as to how the regions are best engaged.

Emad - Lessons should be built on and there are always areas for improvement. We have to learn from the good examples in the different regions.

Zen - There are issues that need to be discussed, however there has been a lot of positive reflection. Areas of responsibility need to be discussed more, and more feedback on how the RAG representative and secretariat work together. How is the structure represented in the national focal points?

Usha - Other membership organisations do have a way of looking at how they can mobilise and work together post Covid. Is it possible for the global regions to get together? To hunker down and figure out what GNDR looks like. Should our work reflect the composition of our membership? Covid has affected the group dynamic of a lot of organisations. Still feels encouraged that we are onto something good.

Ian - Financing and Covid has had an impact on the expectations of the organisation, and its development. Slightly disheartening but we are all still working towards the same aim. A lot of the challenge comes from not having been able to sit down and discuss

How do we get everyone back on the same page? Get back to the core values and working from the same page.

Becky - Thanked everyone for their thoughts and reflections. Agrees that it would be productive to try and get everyone working together again as a collective and a team.

Graciela thanked the Secretariat for giving the Board the possibility to share their reflections. She stressed the importance of hearing from each region, to seek the common good and serve each community equally.

Graciela thanked all Board members for their participation and also thanked Peter for his help facilitating and welcomed everyone back tomorrow.

Sophie Rigg –

thank you Graciela for your insights. We have been meeting quarterly with the NFPs (and a big thank you to Shivangi for supporting this process) and more frequently than that to try and establish our plan as a group in line with the overall strategy of GNDR and based on the needs and wishes of the members. We have a meeting on Friday to take this work to date further. We will take these reflections into our thinking as we go forward with the European RAG.

Tolekan Ismailova

I suggest sharing experiences to learn from each other, for example, Graciela's could teach young members how to adapt GNDR Strategies from the local to the global level.

DAY TWO

9. Recommendations from Finance and Audit Working Group

The Chair of the FWG presented the FWG recommendations to the Board. The following points are recommended for noting:

- Starting to pull together all strategic initiatives for the next 12 months
- In a lot of healthier position, as funding has been confirmed
- Auditors asked for an independent audit around expenses
- Finance scorecard has been updated to reflect the new funding allocation
- Evaluation of 5 years strategy will be done

Graciela expressed that she was sorry to hear Ian was feeling disheartened, but would like to thank him and everyone else for their hard work.

Lorenzo - Thanks to the FWG for the positive report. Concern over how the operations will run with confidence. Does the new report reflect sustainability?

Ian confirmed that the new funding confirms GNDR will be able to deliver all of their commitments. The money will not be spent on any new ideas.

I have a question on the ambition to grow year on year - Is there an optimal size that we are looking to be? I am thinking about this with growth referring to the secretariat income and less on what is channelled through us to members

I think the question about 'growth' is very linked to our conversation yesterday about what type of organisation we are and want to be. Growth might not be the answer

Claire - Totally agree with this as well.

Rod - predictable funding is what we are looking for.

Sophie - Well said Ian ! we should be able to have emojis on this platform to show solidarity and agreement (:

Mario - Ditto here!

2022.11.30 Agenda 9 Recommendations from FWG

10. Recommendations from Governance Working Group

The Chair of the GWG presented the GWG recommendations to the Board.

The MWG recommended the following to the Board for noting:

2022.11.30 Agenda 10 Recommendations from GWG

11. Recommendations from Membership Working Group

The MWG Chair presented the following points for noting:

- We have now recruited Aminata as a Membership Engagement Officer who will participate in a 1 year development plan to build her capacity to become our membership engagement coordinator. We congratulate Aminata on her new role which starts on the 1st January 2023
- We are still working with a company called Westbrook to make our Community Platform more accessible. The issues with members not being able to log in or post on the CP is now fixed. If you are still having issues with this or know of members who are please let Becky Murphy, Policy Lead know
- ● We are continuing to attract new members. This quarter we have the following number of new members:
 - ○ Full member orgs: 42
 - ○ Affiliates: 48
 - ○ Associates: 28
 - ○ Total: 76
- The MWG then discussed the current criteria for becoming a GNDR member. It was agreed that they are fit for purpose and no major changes need to be made to these criteria. However, a number of recommendations were made.
- ● The types of membership are:
 - ○ **Full Members: ORGANISATIONS** with full rights and obligations (see below), including 1 vote per organisation.
 - ○ **Affiliate members: INDIVIDUALS** that are directly affiliated to a Full Member. They have full rights, except for voting (the organisation selects who will cast their vote).
 - ○ **Associate Members: INDIVIDUALS** not affiliated to a Full Member, but are interested in the added value of being part of GNDR. They have a reduced set of benefits and do not have the right to vote.

- Reminder on the criteria for new members

Nothing for approval

Recommendations:

1. We need to clearly remind the global board, national focal points and members the difference between the three types of membership and the full rights of a full member and why this is important (to ensure civil society governs GNDR fairly). We propose translating and re-circulating a one pager on this.
2. We need to be clearer on the benefits of joining GNDR and would like to see a 1 pager circulate to all members clearly outlining this.
3. We need to develop an accountability mechanism to keep members engaged and active.
4. We need criteria for how the secretariat selects members for project partnership and suggest working with the resource working group to develop this.

Emmanuel - Requested more details on Aminata.

Becky - Confirmed it is Aminata Some, the recruitment process and her development in the role.

Mario - Will the community platform be reviewed or developed to keep the members engaged?

Peter confirmed there is a membership engagement strategy.

Becky advised of the quarterly newsletter (currently on pause), social media strategy which will be reviewed with the new ED. The community platform has been worked on for the past 6 months, with Westbrook. If anyone is having issues login on let her know. Hopes for fundraising for the platform, to be more engaging and attractive. Waiting to secure funding.

Sophie - Just to add that with the one pager on membership benefits to be circulated that we also use the opportunity drive up engagement. Are there any engagement requirements to remain a member of GNDR? Are 'dormant' members approached and asked to step down if they don't engage? Such an approach might not be strategic but my question is about our membership size versus active engagement

So sorry my internet is very ropey today so I probably missed it, but do we ask reasons for engagement/becoming a member and then reason for maintaining engagement?

I agree with Prime - we need to clarify their role and motivate NFPs to engage

From my experience I think there is a lack of clarity over the NFP role and the added value of being apart of the GNDR network could be strengthened

2022.11.30 Agenda 11.1 Recommendations from MWG

12. Recommendations from Resources Working Group

The Chair of the MWG presented the MWG recommendations to the Board.

The MWG recommended the following to the Board for noting:

2022.11.30 Agenda 12 Recommendations from RWG

13. Trustees Update and Recommendations

The Trustees are submitting the following points to the Global Board for noting:

2022.11.30 Agenda 13 Trustees Update and Recommendations

14. Stichting GNDR Update

In the absence of the Chair of the Stichting GNDR Supervisory Board, HO presented the Stichting GNDR update to the Board and advised that Stichting Supervisory Board approved the appointment of Heleen van der Beek to replace Thea Hilhorst as Chair of Stichting GNDR SB.

2022.11.30 Agenda 14 Stichting GNDR Update

15. Global Board KPIs Review 2021-22

2022.11.30 Agenda 15 Global Board KPIs

2022.11.30 Agenda 15.1 Global Board KPIs report 2020-21

16. Global Board meetings dates 2023

2022.11.30 Agenda 16 Global Board meetings dates 2023

17. Conclusion and Thanks

Peter encouraged Board members to take the floor for questions and comments.

Tolekan stated that we should work on a new communication strategy to help horizontal leadership and the decision making process.

Graciela thanked the Secretariat for giving the Board the possibility to share their reflections. She added that Board members are allies of the Secretariat and want to be part of the policy process.

Graciela thanked all Board members for their participation and also thanked Peter for his help facilitating. She thanked SLT for their commitment and wished the Secretariat good luck at the COP27.

She concluded that we should continue reflecting on where we want to go and what kind of network we want to be.